



Park Plazas Community Services Association

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Proposed Strategic Plan 2024 - 2029

Introduction

The Board of Directors of Park Plaza Community Service Association (PP) created a Strategic Planning Committee to develop a Strategic Plan that will, if adopted, guide the operation of the PPCSA Board for the next 5 years. The Committee has been comprised of Board members, with working groups comprised of board members, homeowners and staff. The Committee used the Reserve Study, completed in 2021, as well as current budgets.

The board held a half day off site in June 2024 to identify both challenges and opportunities facing PPCSA, prioritizing them by both Urgency and Importance. Target Areas were identified. Through the work of the Strat Committee and the assigned Target Area committees the following themes emerged: Community Engagement, People, RV Park & Parking, Board Development, Water & Sewer, Landscape/Irrigation/Sustainability, Asphalt, and Fiscal Planning/Development. For each of these themes, the Target Area committees, except Fiscal Planning/Development, determined goals and measurable action items and costs.

Those plans were evaluated by the Strategic Planning Committee and have been compiled in this report. The goals can only be achieved with the support of the homeowners and residents of Park Plazas.

Many of the plans and goals are closely related, such as Landscape, Irrigation and Sustainability and committee members will work together as issues become more clearly defined. The overall Strategic Plan will be adjusted as the board and committees move forward.

Proposed Mission Statement

- ✓ Park Plazas Community Services Association strives to maintain and enhance common areas and infrastructures pursuant to governance documents to maximize quality of living and property values for owners.
- ✓ Sustain and enhance the needs of the Association to ensure a quality of living for residents, keeping Park Plazas a beautiful and safe place to live and play.
- ✓ Provide a safe, equitable, attractive home, community, and landscape for residents. Effectively and efficiently manage the community property on behalf of all residents toward maximum quality of life (and professed values). *Do we have 'professed values? a Values Statement?)* Provide working sustainable infrastructure for community health and safety. Maintain common areas and amenities and enforce community rules and regulations found in the governance documents to serve the common good.
- ✓ Perform duties and respond as articulated under governance documents, including transparent documents and governance. Ensure and manage funds to preserve, protect, and enhance infrastructure.

Target Area Proposals and Budget.

Target Area 1:	Asphalt and Paving
Target Area 2:	Board Succession Planning and Recruitment
Target Area 3:	Board Development and Norms
Target Area 4:	Community Engagement
Target Area 5:	Sustainability - Disaster Readiness & Water Conservation
Target Area 6:	Governance Documents
Target Area 7:	Landscape
Target Area 8:	People/Performance Management
Target Area 9:	RV Storage Lot
Target Area 10:	Water & Sewer
Target Area 11:	Finance

1 - ASPHALT and PAVING

Target Area Assumptions: Asphalt & paving infrastructure are being maintained and replaced as part of the operating budget.

Mission: Maintain asphalt & paving infrastructure. If feasible, update the program to more environmentally friendly materials.

Timeline: Ongoing.

Budget: 2025 = \$75,000; future years to include 5% increases.

Who is responsible for implementation? Community Manager, PP Board.

What other groups/staff will this plan interface with: PP community, professional contractors.

Strategic Target Members: Richard White.

Date: July 30, 2024 **Approved:** April 23, 2025

2a - BOARD SUCCESSION PLANNING & RECRUITMENT

Target Area Assumptions: Succession planning for boards includes active community participation and an organized well-thought-out process. All Board elections call for the inclusion of board members and owners/residents as members of the Nominating Committee. The Nominating Committee designs and implements relevant outreach to owners/residents in January/February publicizing election information, identifying candidates, and communicating the importance of voting. The annual meeting, which includes the election of board members, is a well-planned, informative, and enjoyable event where all owners/residents are encouraged to attend.

Mission/Vision: PP's board is active, and its members bring experiences and expertise that strengthens the work of the Association and are responsive to the concerns of residents.

Timeline: Nominating Chair appointed by board in November; committee work January through April.

Cost: Minimal printing costs, costs for venue and refreshments at annual meeting.

Who is responsible for implementation? PP Board, Nominating Committee, owners/residents.

What other groups/staff will this plan interface with: Community Manager, PP committees.

Strategic Target Members: Chair to be appointed annually at November board meetings.

Date: August 8, 2024 **Approved:** April 23, 2025

2b - BOARD SUCCESSION: TERM LIMITS

Target Area Assumptions: When updating governance documents, consideration should be given to researching benefits and consequences of board term limits and restricting board membership to PP owners/residents.

Mission/Vision: Board members bring informed perspectives and energy to achieve PP priorities.

Timeline: To be determined as part of governance documents review and update.

Cost: Fees connected to governance documents review.

Who is responsible for implementation? PP Board.

What other groups/staff will this plan interface with: Community Manager, owners/residents.

Strategic Target Members: To be determined.

Date: July 3, 2024 **Approved:** April 23, 2025

3a - BOARD DEVELOPMENT: TRAINING

Target Area Assumptions: Hold an annual board training for all elected members - new and continuing.

Mission/Vision: Ensure a highly effective working board with shared expectations of duties and a positive, energetic ethos. Begin each new board work year with a focus on board responsibilities, reviewing and as necessary revising the Park Plazas strategic plan, setting priorities for the new board year, and reviewing governing documents. Unify the newly elected and the continuing board members.

Timeline: Annually in March/April following annual election of board members.

Cost: Possible expenses for a professional Board Trainer \$1,000.

Who is responsible for implementation? PP Board, Community Manager.

What other groups/staff will this plan interface with: PP committees.

Strategic Target Members: Connie Crow.

Date: August 8, 2024

Approved: April 23, 2025

3b - BOARD DEVELOPMENT: NORMS

Target Area Assumptions: After every annual board election, consistent, appropriate, written ground rules for all official board meetings will be discussed, articulated, and approved by board vote either at the board training or at the first official meeting of the new board. Ground rules will be shared with committees and with PP owners/residents.

Mission/Vision: Increase the efficiency and effectiveness of board meetings. Ensure that all board members are actively involved in board meetings. Begin the new term with a shared understanding of essential ground rules.

Timeline: The board will annually review and as needed revise the past year's ground rules after the March election.

Cost: None.

Who is responsible for implementation? PP Board, Community Manager.

What other groups/staff will this plan interface with: PP committees.

Strategic Target Members: Connie Crow.

Date: August 8, 2024

Approved: April 23, 2025

4 - COMMUNITY ENGAGEMENT

Target Area Assumptions: Owner/resident involvement - 1) New owner orientation; 2) New owner's handbook; 3) Community events; 4) Community friendly website; 5) Community Engagement Committee.

Mission: To achieve a higher level of community involvement/engagement to promote understanding of current and future issues facing PPCSA.

Timeline: Ongoing.

Cost: Minimal - venue, materials, refreshments, potential stipend for any presenters.

Who is responsible for implementation? PP Board.

What other groups/staff will this plan interface with: Community Manager, owners/residents, PP committees, community presenters.

Strategic Target Members: Cassandra Higgins, Susan Swoboda.

Date: July 30, 2024

Approved: April 23, 2025

5a - SUSTAINABILITY: DISASTER READINESS

Target Area Assumption: Failings of aged infrastructure, floods, droughts, wildfires and other natural disasters may lead to costly damage to homes, roads and trails and possible injury to persons.

Mission/Vision/ Thing: Work with expert(s) to research and plan prevention measures and response to flood, fires, sewer line breaks, maintenance of arroyos, culverts, etc.

Year one:

- a. Identify and meet with professionals to acquire education and form partnerships regarding issues/solutions, practices, and policies.
- b. Study standards for fire remediation, drainage and infrastructure redesign, tree trimming, etc.
- c. Research funding streams – public and private - with partners to fund identified multi-year research, development, and implementation projects.
- d. Develop short-term and long-term budgets for identified project costs.
- e. Present budget to the board (estimated 2026).
- f. Develop proposals - public and private - with partners to fund multi-year research, development, and implementation projects (estimated 2026-2027).
- g. In conjunction with staff, develop an emergency action binder for use of Park Plazas staff.
- h. Research options, costs, etc. for fire-proof fencing.
- i. Develop a budget for sequential replacement of the association-owned perimeter and community garden fence with fire-proof materials.
- j. Begin homeowner communication process.

Year two:

- a. With secured funds, design a resilience plan and preventative measures for disasters such as floods and fire.
- b. Communication with homeowners.

Timeline: Three to four years.

Cost: Year one: \$5,000 place holder. Future years: To be determined.

Who is responsible to implement: PP Board, Community Manager, professional contractors, owners/residents.

What other group/staff will this plan interface with: Landscape Committee, owners/residents.

Strategic Target Members: Steve Harvath and Gene Harrell.

Date: 2/16/2024 **Approved:** April 23, 2025

Resources:

- FEMA Pre-Disaster Recovery Planning Guide for Local Governments
- Porfirio Chavarria, Interface Specialist, Santa Fe County Wildland-Urban Interface office, City of Santa Fe Fire Department
- Lawrence Crane, NM State Forestry Division
- Jose Varela, Santa Fe and Pojoaque Soil and Water Conservation
- Maya Hilty, Forest Stewards Guild
- Raincatcher, Reese Baker

5b - SUSTAINABILITY: WATER CONSERVATION

Target Area Assumption: Water conservation includes stormwater diversion to irrigation, graywater use, groundwater recharge, cul-de-sac specific mini conservation plans, member education, and permeable pavement options. Climate change will continue equating locally to extreme rainstorms, drought, higher temperatures, lower snowpack, diminishing water table, and arroyo cutting.

Mission: Research and implement water conservation/diversion processes, practices, and policies.

Timeline: This long range, sustainable plan should be implemented early so that immediate landscaping efforts will not be negated or rendered ineffective.

Year one:

- a. Identify and meet with professionals to acquire education and form partnerships regarding issues/solutions, practices, and policies.
- b. Research quality standard conservation/diversion options.
- c. Research funding streams – public and private - with partners to fund identified multi-year research, development, and implementation projects.
- d. Develop short-term and long-term budgets for identified project costs.
- e. Present budget to the board for multiple phases (estimated 2026).
- f. Develop proposals - public and private - with partners to fund multi-year research, development, and implementation projects (estimated 2026-2027).
- g. Begin homeowner communication process.

Year two:

- a. Phase 1 begins. Given available funding, partner with appropriate professionals - civil engineer, construction management, landscape professional, and communication experts to draw up specific plans including project phases, etc.
- b. Communication with homeowners.

Cost: Year one: \$10,000 place holder. Future years: To be determined.

Who is responsible to implement: PP Board, Community Manager, professional contractors, owners/residents.

What other group/staff will this plan interface with: Owners/residents, Landscape Committee.

Strategic Target Members: Steve Harvath, Gene Harrell.

Date: 3/10/2025 **Approved:** April 23, 2025

Resources:

- Sustainable landscape Design K. Sorvig and J W Thompson 2018 (Sorvig is faculty at UNM School of Architecture and Planning)
- Christine Chavez -- City of Santa Fe water conservation manager
- Doug Pusard -- local expert water auditing, graywater and stormwater conservation
- Amanda Bramble, consultant, Ampersand Sustainable Learning Center
- Raincatcher, Reese Baker

6 - GOVERNANCE DOCUMENTS

Target Area Assumptions: Review PPCSA governance documents to determine any needed revisions/updates. The creation of these documents dates from 1975 when PP was being planned and built. The process will be led by a PP board member and advised by PP's legal counsel. Any revisions/updates must be approved by the board and the membership according to the current governance documents. Governance documents are to be made available to every PP owner.

Mission/Vision: Governance documents are based on the current realities of the Association, Santa Fe City and County laws, current NM state law, and current NM state and local laws regulating HOA communities.

Timeline: Begin review of documents in 2025 and, if appropriate, present to membership for vote within 3 years. Once approved, the PP governing documents will be reviewed annually by the Board.

Who is responsible for implementation? PP Board, Community Manager, Park Plazas legal counsel.

Cost: \$10,000 to \$20,000 in legal fees.

What other groups/staff will this plan interface with: Resident/owners, professional organizations such as Community Association Institute, Community Engagement Committee.

Strategic Target Members: Laurie Glaze, Susan Swoboda.

Date: July 3, 2024

Approved: April 23, 2025

7 - LANDSCAPE AND IRRIGATION

Target Area Assumptions: In early 2025, Park Plazas entered a contract with a landscape management company that assumed responsibilities for day-to-day on-the-ground maintenance, tree care, irrigation, maintenance, etc. Climate changes, the age of the community, etc. intensify the need to ensure long-term health, functionality, beauty, and sustainability of the acreage including care and maintenance of common area landscape, improvements or restoration, design and plantings, and planning for the future. This must include consideration of water availability and the balance between natural/wild landscape and more traditionally cultivated landscape.

Mission: Create PP environment that is sustainable, regenerative, and implements best practices in landscaping, water management, erosion control, fire mitigation, and continuing education and is accountable to future generations of residents.

Timeline: 2025 and Onward

- Set time frames and formats for periodic evaluations based on landscape management company contract language.
- Develop annual evaluation and determine future years contracts.
- Provide regular reports to owners/residents through PP News and other forms of communication.
- Develop vegetation management guidelines.
- Develop tree removal and replacement guidelines.
- Develop xeriscaping as the optimal landscaping design for PP (native and low water use plants).
- Develop a relationship with a local grower for acquiring trees and other needed plants.

Water/ Irrigation Related Goals:

- Develop water-efficient landscaping practices and guidelines.
- Devise a plan for monitoring all irrigation bubblers and their respective trees.
- Quantify, and develop sustainable water conservation practices at all levels.

Other:

- Develop indoor water efficient guidelines for residents.
- Develop a known or suspected leak reporting system for all residents.
- Develop stormwater management practices and guidelines.
- Develop an EPA water budget to conserve water.
- Continue relationships with landscape specialists.
- Work collaboratively/merge work with Sustainability Committee.

Cost: 2025 = \$212,580; 2026 = \$231,300; 2027 = \$224,915; 2028 = \$231,935; 2029 = \$239,066

Who is responsible to implement: Community Manager, PP Board, Landscape Contractor.

What other group/staff will this plan interface with: Sustainability Committee, owners/residents, landscape professionals/partners including design consultants, Landscape Committee.

Strategic Target Members: Gene Harrell, Steve Harvath.

Date: April 10, 2025

Approved: April 23, 2025

8 – PEOPLE/PERFORMANCE MANAGEMENT

Target Area Assumptions: Develop tools, policies, and practices to manage employee performance.

Mission: Through job descriptions and performance reviews, provide support to the Community Manager in hiring and managing employees and contractors.

Timeline: Ongoing.

Cost: Nominal.

Who is responsible for implementation: PPCSA Board President, Community Manager.

What other group/staff will this plan interface with: PP Board, PP community.

Strategic Target Members: Connie Crow.

Date: June 26, 2024 **Approved:** April 23, 205

9 - RV STORAGE LOT

Target Area Assumptions: RV lot is available for all types of vehicles – cars, trucks, RVs, etc. – as long as they are properly licensed and in running condition. Currently, there are also a small number of storage sheds in area. RV users should assume the costs to maintain, including security measures.

Mission: Provide space for vehicles that cannot park within cul-de-sacs.

Timeline: Ongoing.

Year one:

- Review current RV lot policy and user agreement.
- Assess types and numbers of vehicles and storage sheds*.
- Assess numbers of users in violation of rules and types of violations.
- Survey users to determine recommendations on fee structure.
- Research local storage areas (RV storage and storage units) to determine local fee structures.
- Notify users of any violations and follow parking policy protocols to bring stored vehicles into compliance.
- Communicate availability of RV lot to owners/residents who need parking variances.
- Develop policies/practices for rodent control.
- Determine if storage fees would be sufficient to support maintenance and security expenses.

Year two:

If it is determined that a fee structure would support expenses, begin development of plan.

- Updates to current RV lot policy
- Fee structure
- Fencing
- Cameras
- Lighting – must be cognizant of lighting that would face homes
- Signage
- Upgrades to paving, etc.
- Rodent control
- Future of sheds

Cost: Year one: None; Future years: Fees would support expenses.

Who is responsible for implementation? Community Manager, PP Board.

What other groups/staff will this plan interface with: Owners/residents.

Strategic Target Members: JD Bullington.

Date: September 16, 2024 **Approved:** April 23, 2025

*Estimate of current numbers:

12-15 RVs

15-20 Trailers, boats, cars

15-20 Storage units

10 - WATER AND SEWER

Target Area Assumptions: Water and sewer infrastructure is 50 years old.

Mission: Maintain water and sewer infrastructure.

Timeline: Ongoing.

Budget: 2025 - \$75,000; future years include 5% increases.

Who is responsible for implementation? Community Manager, PP Board.

What other groups/staff will this plan interface with: Professional contractors.

Strategic Target Members: Richard White.

Date: July 30, 2024 **Approved:** April 23, 2025

11 - FINANCE

Target Area Assumptions: Park Plazas is a community with aging infrastructure, diminishing reserves, and governance documents that limit the ability of the Board to raise fees.

Mission: Increase the PP reserve to 50%.

Timeline: 2025 - 2029

Year one:

- Revise governance documents (Target Area 6).
- Initiate a program to educate the community of PP's financial issues and need/ability to improve PP's financial standing.

Year two:

- Engage community members in problem solving and implementation of solutions.

Cost: To be determined.

Who is responsible for implementation? Community Manager, PP Board.

What other groups/staff will this plan interface with: Owners/residents.

Strategic Target Members: Susan Swoboda, Richard White.

Date: April 8, 2025 **Approved:** April 23, 2025

PROPOSED BUDGETS

TARGET AREA	2025	2026	2027	2028	2029
1. Board Development (Governance Documents, Etc.)	500	10,000	7,500	500	500
2. Community Engagement	1,000	1,000	1,000	1,000	1,000
3. Landscape and Irrigation					
a. Maintenance Contract	161,580	199,700	205,691	211,862	218,218
b. Irrigation	35,000	15,000	2,000	2,200	2,300
c. Contracted Grounds Work/Mutt Mitts	6,000	6,300	6,615	6,946	7,293
d. Contracted Trees/Refuse	10,000	10,300	10,609	10,927	11,255
Subtotal Landscape	212,580	231,300	224,915	231,935	239,066
4. Sustainability (Water Conservation/Natural Disaster)	0	5,000	5,000	TBD	TBD
5. RV Lot	750	TBD	TBD	TBD	TBD
6. Water and Sewer	75,000	78,750	82,688	86,822	91,163
Notes:					
1. 2026-27 budgets assume updating governance documents and 50 hours of attorney consultation at \$350/hour					
2. Estimated costs for community meetings					
3a. Landscape management contract - adjusted in 2026 for 12 mos +3%. Each year includes 3% increase					
3b. Assumes significant repair and maintain as needed, incl adjusting drip lines for more efficient watering in 2025-26 and on-going maintenance in following years					
3c. Grounds work-mailboxes, signage, gravel, rr ties, playground is included in landscape contract maintenance contract. Mutt-mitts \$6,000 + 5% increase					
3d. Contracted tree work outside scope of landscaping company					
4. 2025 is research and potential partnerships. Future years determined by outcomes of this work					
5. 2025 based on 2024 budget. Future years determined by outcomes of this work					
6. This is the 2025 operating/reserve budget for water and sewer. Future years include 5% increases.					
NOTE - thru 3.31.25, \$21,779 has been expensed on Item 6. If pace continues, PP looking at \$70-\$75k for 2025.					